

Multi-mission Maritime Aircraft Program:

Public Affairs Plan and Analysis

For the MMA Public Affairs Working Group

A robust public affairs strategy
for the future of maritime patrol

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1.0 Introduction

This MMA Public Affairs (PA) Plan, based on the F-22 Raptor PA Plan, will continually evolve and change to meet the immediate and long-term needs of the MMA program. While the basic plan sets the goals and lays the foundation on which MMA PA will build, the following analyses map out a robust, 12-month focus on significant events in the program as well as a PA undated calendar and a continuous plan of action.

While there are many approaches to handling PA matters for various programs, it is important all MMA team members understand the MMA program manager's approach to PA. The release of this document indicates the program's need for a sound PA structure and execution. At the same time, we must take great care to analyze each PA matter and weigh the potential benefits against the potential detriments.

This plan is a guide, and the events and actions are not permanently fixed. The underlying message, however, of all MMA PA activities remains unaffected by the continually changing defense environment. In fact, it is heightened:

The MMA program is the key underpinning of the future maritime and littoral ASW, ASuW, armed-ISR, and C3 missions in support of blue water, littoral, land, and amphibious operations.

2.0 Situational Analysis

MMA will play an important role in future maritime warfare missions. MMA will provide dominance in ASW, ASuW, and reconnaissance and surveillance environments well into the 21st Century. It is a long-term solution.

MMA will be the U.S. Navy's premier armed-ISR aircraft and is a "good news" story that needs to be told to internal and external audiences. Release of information raises the public's confidence that America's military leaders are working diligently to maintain national security by creating advanced, effective maritime patrol systems that will protect American interests and reduce risk to the men and women who employ them. Additionally, release of information raises public confidence in the research, development, and acquisition process.

In addition, contractor and subcontractor work related to MMA development and production are positive stories that should be communicated to help enhance the public's understanding of the scope of the program.

MMA is designed to provide a dynamic and viable solution for "recapitalizing" the P-3C and EP-3E force, both of which use designs rooted in 1960's technology and will begin to retire in 2002. If the United States Navy is to guarantee maritime patrol dominance in the 21st Century, then any notion of parity between it and hostile forces must be eliminated by building a more connected, reliable, survivable, and deployable aircraft than those that exist today, or will exist tomorrow.

In addition to maintaining superiority over foreign maritime threats and advanced technologies, MMA will require less manpower and less support equipment to maintain, making it less costly to field and operate than its predecessors.

As the program continues, engineering and manufacturing development, input, and cooperation is critical to a coordinated, long-term public affairs effort.

All audiences must be considered when information about MMA is disseminated, including the internal NAVAIR audience.

2.1 Goals

To build and maintain MMA program awareness and understanding throughout the United States.

2.2 Audience

- A. American public
- B. Internal MMA team
 - a. Government employees
 - b. Support contractors
 - c. Industry
- C. News Media
- D. Decision makers

2.3 Objectives

- A. Communicate the need for and value of the MMA program to key audiences
- B. Secure and maintain the public's trust that the MMA program is being properly managed

2.4 Strategies

- A. Ensure PA remains continually informed and apprised of any new initiatives
- B. Develop or revise the messages or themes to reach the target audience and meet communication objectives
- C. Encourage and equip senior leadership with appropriate programmatic information for dissemination
- D. Establish a timeline of key events and communication objectives

3.0 Background

MMA is a new-start ACAT-1D acquisition program structured on a systems replacement approach to address the Broad Area Maritime and Littoral Armed ISR Mission Need Statement (MNS) and succeed the aging Fleet of P-3 and EP-3 aircraft.

Since the current rate of P-3 and EP-3 retirement would cease to fulfill the U.S. Navy's operational demands by 2010, the U.S. Navy leadership originally thought that a P-3 Service Life Extension Program (SLEP) was required to bridge the current operational force with the MMA force.

Then, on March 22, 2000, MMA reached perhaps the most important milestone up to that point – Milestone 0 (now called Milestone A) – when they were approved for entry into Concept Exploration. An Analysis of Alternatives (AoA) was conducted in this phase, further defining how best to recapitalize the P-3 and EP-3 Force. The AoA, reviewed by a senior team of Navy and Office of Secretary of Defense (OSD) representatives, approved by the appropriate authority in the USN, and endorsed by OSD, expanded the initial notional concept of a remanufactured P-3 to include many other options, including: 23 military and commercial land-based aircraft derivatives; new design medium and large turbo-fan and turbo-prop aircraft; planned satellite capabilities; land- and sea-based UAVs (with weapons delivery augmentation as appropriate); combinations of destroyers, helicopters and submarines; and airships. Its results reflect the overall value of each alternative as well as several capability combinations (e.g., sustaining P-3 forces until UCAV technology can be fielded).

It found that manned, land-based aircraft, based on modifications to existing commercial or military aircraft designs, are a key element of any solution to fill the need expressed in the MNS. Through examining the role of off-board sensors and platforms, the AoA also identified a potential role for UAVs in meeting some of the MMA mission requirements. But, because of the embryonic state of UAV and UCAV technology, the language in the AoA was left open to interpretation.

This stage not only better defined MMA, it also gave it more immediacy. In January 2001, the Secretary of the Navy accelerated the MMA program by three-to-five years to attain IOC in the Fiscal Year 2010 to 2012 timeframe – thereby obviating the SLEP requirement. In lieu of SLEP, the Navy employed data obtained from the P-3 Service Life Assessment Program (SLAP) – an ongoing effort to assess the options available to extend the life of P-3s – to conduct Special Structural Inspections (SSI) and continue operation of expired P-3C/EP-3E aircraft on a conditional basis.

The SSI, in combination with the USN's AIP, has continued to provide MMA with valuable information and, more importantly, time. Both programs have helped build a viable bridge to MMA by enabling P-3 operation on a waived basis to as much as 130 percent fatigue life expended. AIP is also developing follow-on sensors and other technologies that will potentially adorn the new MMA aircraft.

On January 18, 2002, MMA received approval to enter the Component Advanced Development (CAD) work effort, previously called the Program Definition and Risk Reduction (PDRR) stage. CAD was divided up into two separate industry work efforts, called Industry Phase I and Phase II, respectively. This approval made way for the initial source selection evaluation, during which time proposals from BAE Systems, Boeing Co., and Lockheed Martin Corp. were submitted for Industry Phase I. On September 10, 2002, Boeing Co. and Lockheed Martin Corp. were each awarded \$7 million contracts for the first five months of CAD. BAE Systems was also offered a \$7 million contract at this time, but instead of accepting, withdrew their proposal.

The current CAD phase represents the first five months of a 16-month industry effort that will allow the contractors to perform requirements analysis in support of the Operational Requirements Document (ORD), define the MMA system architecture, quantify and reduce concept risks, evaluate total ownership costs, and develop detailed plans and schedules for each MMA system alternative concept.

According to the most recent statement of objectives, CAD Industry Phase II will commence in February 2003 with both contractors still committed. Each contractor will provide a proposal to study both the Search-and-Attack (SA) variant and the Surveillance-and-Intelligence (SI) variant, providing an opportunity for Industry to refine their proposed concepts based on the results of CAD Phase I. This 11-month effort will continue until Milestone B, planned for January 20, 2004, at which time the System Development and Demonstration phase will begin and a single prime contractor will be selected. The schedule beyond MS B is alternative dependent; however, if the current pace is maintained, the first flight of the MMA can be expected as early as the fall of 2007.

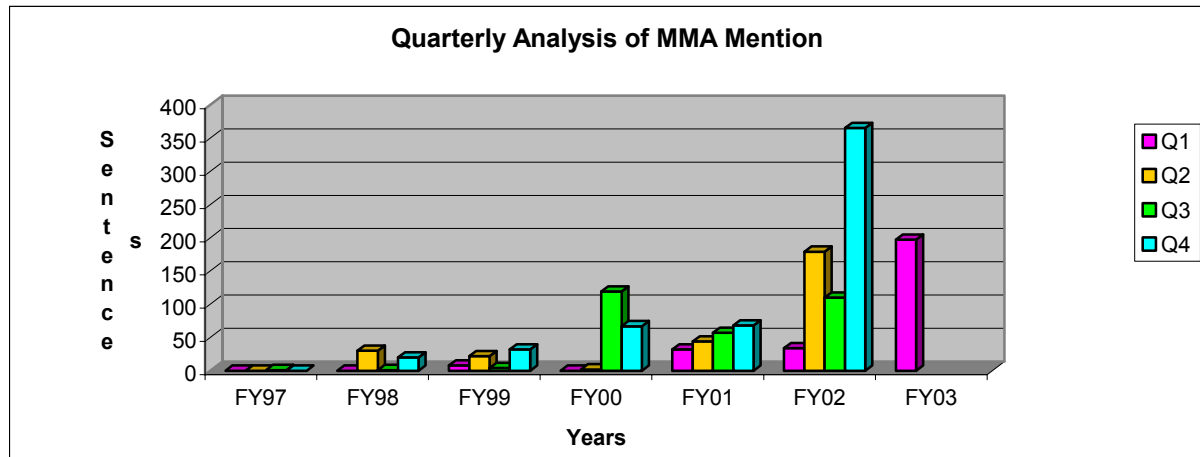
According to the MNS, interoperability and connectivity between services and between U.S. and Coalition forces is mandatory. In an effort to adhere to this constraint, MMA has been keeping abreast of the progress of other U.S. reconnaissance platform development efforts, including the Air Force's Multi-Sensor Command and Control Aircraft (MC2A), the Army's Aerial Common Sensor (ACS) and the Navy's Broad Area Maritime Surveillance (BAMS) UAV program.

4.0 Assumptions

As MMA comes through debate during FY-04/05s' budget cycle, several assumptions can be made about how various audiences and stakeholders will approach the program throughout the next year:

- A. Based on a comprehensive media analysis from FY-97 to the present time (first quarter of FY-03), the media's level of interest in MMA varies according to the program's economic impact to the market. (See Table 1 – note the peak in FY-00, Q-3, just after the entrance of MMA into the concept exploration phase when it was funded its first significant sum of \$4.5 million in FY01. Also note the peaks in FY-02, Q-2 and Q-4 when MMA was funded more than \$53 million, \$14 million, respectively. In and FY-03 Q-1, MMA went through the budget cycle for FY-03/04 money and subsequently got some ink on that, which explains the peak.)

- B. Accurate and objective media coverage of MMA – specifically, reporting about its need, affordability, and test performance – is crucial to the program’s future funding.
- C. MMA’s potential employment of UAVs as an adjunct system brings promise of a more technologically and economically transformational system, something many audiences and stakeholders welcome.



4.1 Issues

Based on the above-listed assumptions, several issues must be addressed by MMA PA activities to ensure widespread support for the program:

- A. MMA is devoted to producing the most economically feasible concept.
- B. MMA’s ability to counter submarine and land-based threats in the littoral (both domestically and abroad) and to guarantee sound intelligence and surveillance capabilities will be its paragon capabilities.
- C. MMA elevates U.S. technological advantages and updates from 1960s technology by building a strong technical system (open architecture) foundation upon which more technological advances can be made.

4.2 Challenges

- A. The program’s fiscal execution
 - a. Stabilizing funds/funding caps/life cycle costs
 - b. Maintaining stabilized funds in a competitive fiscal environment
- B. The management of technology
 - a. Maintaining aircraft with open architecture achievability
 - b. Retaining government’s understanding of program status/technology
 - c. Containing advanced avionics integration/hazards of prospective adjunct systems
- C. The value of MMA

- a. Achieving readiness
- b. Achieving and maintaining maritime dominance into the 21st Century

5.0 Analysis

The following is an analysis that documents for the public affairs working group a specific plan of action to be used as preparation material for a media encounter.

5.1 Messages

Below are examples of talking points that are to be stressed when communicating to the media. In all media encounters, flag several of the following relevant points and be prepared to bridge to them whenever possible.

This list is not exhaustive and may change. Before your media encounter, check with the PA team for an updated list.

- *America needs MMA. The Navy's ability to control the maritime and littoral environment ensures that the U.S. military can carry out its vital missions free from attack and free to attack.*
- *The maritime threat to the U.S. in the year 2005 and beyond is real and we can't count on the P-3C and EP-3E to ensure maritime superiority in the 21st Century.*
- *We must not let MMA be hindered by the same infirmities that befell other P-3 replacement program. To ensure this, we must guarantee that MMA gets adequate funding and is not subjected "requirements creep."*
- *MMA is the last chance to safely recapitalize the maritime patrol and reconnaissance force without sacrificing security.*
- *MMA will provide ASW and AsuW first-look, first-shot, first-kill capability.*
- *MMA is a national (and potentially international) asset, not just a Navy asset.*
- *MMA's versatility means more capability for the warfighter.*
- *MMA's potential UAV adjunct will ensure transformational technology with a minimal loss of life.*
- *MMA's internal staff represents the highest standards, acting as a seamless network of diverse elements bound by a common vision, purpose, and collective destiny.*
- *MMA plans of staying ahead of the curve every step of the way*

- *MMA has a capable, experienced, and thorough group of contractors whose tireless efforts will ensure the best possible product technology can offer.*

5.2 Action Execution List

5.2.1 Dated list

- 1) Timing: Winter (Jan./Feb. '03)
 Action: **Eliminate Down-select**
 Execution: Arrange to meet with industry, OSD, ASN(RDA)
 Carry forward both proposed concepts
 Audience: Industry, Media
 Messages: *MMA will provide ASW and ASuW first-look, first-shot, first-kill capability.*
 MMA is the last chance to safely recapitalize the maritime patrol and reconnaissance force without destabilizing security.
 Responsibilities: Write press release, send to media
 Expected result: Top opinion leaders will be aware of the program's progress and its many uses
 Esprit de corps will be fostered among internal audience
 The media will be better informed

- 2) Timing: Late spring '03 (May, June)
 Action: **Component Demonstration**
 Execution: As non-sensitive/classified components to the aircraft are made, the media will be apprised of their capabilities
 Audience: Media
 American public
 Messages: *MMA's versatility means more capability for the warfighting commander*
 MMA's advanced technology will ensure we win decisively with minimal loss of life.
 Responsibilities: Write a press release, prepare a media kit
 Write article for newsletter, take pictures
 Expected result: Positive news coverage of MMA, increased morale for program workers

- 3) Timing: 19 Jan. '04
 Action: **Host media opportunity in conjunction with MS B**
 Execution: Provide media with update, media kits, informational material
 Audience: Media
 American public

Messages: *America needs MMA. The Navy's ability to control the maritime and littoral environment ensures that the U.S. military can carry out its vital missions free from attack and free to attack. The maritime threat to the U.S. in the year 2005 and beyond is real. MMA is a national (and potentially an international) asset, not just a Navy asset.*

Responsibilities: Write press release for media
Write/prepare speech for program manager
Write article for newsletter, take pictures

Expected result: Media will gain knowledge and be able to provide a more accurate representation of the Navy's desires to the American public
Positive news coverage of MMA, increased morale for program workers

5.2 Action Execution List

5.2.2 Undated list

- 1) Action: **Incorporate MMA into Navy's identity message**
 Execution: Provide information to top Navy officials, stating importance and value of MMA
 Audience: Top Navy officials
 Messages: *MMA will provide ASW and ASuW first-look, first-shot, first-kill capability. MMA is a national (and potentially an international) asset, not just a Navy asset.*
 Responsibilities: Continually stress MMA's importance with top Navy officials
 Expected result: Greater Navy recognition (increased enthusiasm)
 Increased funding

- 2) Action: **Arrange to include MMA in Navy's recruitment TV commercials or in an informational video**
 Execution: Provide information to top Navy officials, stating importance and value of MMA
 Audience: Top Navy officials
 American public
 Messages: *MMA will provide ASW and ASuW first-look, first-shot, first-kill capability. MMA is a national (and potentially an international) asset, not just a Navy asset.*
 Responsibilities: Prepare event, speech
 Expected result: Greater Navy recognition (increased enthusiasm)
 Greater public awareness

- 3) Action: **Market MMA to documentary programs (History Channel, Discovery Channel, etc.)**
- Execution: Inform television media officials of the increased need for ASW and ASuW warfare
Inform television media officials of the dearth of relevant programming
- Audience: Television media
American public
- Messages: *The maritime threat to the U.S. in the year 2005 and beyond is real.*
- Responsibilities: Prepare speech
- Expected result: Greater public awareness
Increased morale within MMA program

5.2 Action Execution List

5.2.3 Continuous PA plan of action

- 1) Action: **Create monthly newsletter**
- Execution: Apprise MMA internal audience of MMA's progression
- Audience: MMA internal audience
- Messages: *MMA's internal staff represents the highest standards, acting as a seamless network of diverse elements bound by a common vision, purpose, and collective destiny.*
- Responsibilities: Write articles, take pictures, update calendar
- Expected result: Maximization of synergy
- 2) Action: **Maintain photo files**
- Execution: Take pictures
Update photo file as necessary
- Audience: MMA internal audience
Media (potential)
- Messages: *N/A*
- Responsibilities: Take pictures, Update files
- Expected result: Maximization of synergy
- 3) Action: **Foster greater relationship with industry and suppliers**
- Execution: Include industry and suppliers in all media events
- Audience: Industry

Messages: *MMA's internal staff represents the highest standards, acting as a seamless network of diverse elements bound by a common vision, purpose, and collective destiny.*
MMA plans of staying ahead of the curve every step of the way
Responsibilities: Schedule events as necessary
Expected result: Maximization of synergy

4) Action: **Hold weekly MMA internal staff meetings**
Execution: Update MMA internal staff of PA plans/goals/upcoming events
Audience: MMA internal audience
Messages: *MMA's internal staff represents the highest standards, acting as a seamless network of diverse elements bound by a common vision, purpose, and collective destiny.*
MMA plans of staying ahead of the curve every step of the way
Responsibilities: Prepare material as necessary
Expected result: Maximization of synergy

5) Action: **Maintain media analysis**
Execution: Gather all articles, editorials, commentaries, etc. pertaining to MMA
Audience: MMA internal audience
Messages: *N/A*
Responsibilities: Update as necessary
Expected result: Maximization of synergy

6) Action: **Update white papers/crisis communication group and plan**
Execution: Inform program manager with quarterly appraisals of the PA practice using classic case studies and contemporary examples.
Audience: MMA internal audience
Messages: *MMA plans of staying ahead of the curve every step of the way*
Responsibilities: Keep abreast of all aspects of MMA that could potentially lead to a crisis; prepare a team and a plan to handle those crises.
Evaluate classic case studies with modern ones to derive an up-to-date analysis of the PA industry.
Expected result: Maximization of synergy

5.3 Navy Leadership Quotes on MMA

Cost

17 July 2000 – Two more awards expected, by Geoff Fein

– *Capt. C. A. Easterling, Program Manager Multi-mission Maritime Aircraft*

“The Navy has been advised by the Office of the Secretary of Defense to provide money in the program objective memorandum for the most affordable MMA concept, and the Navy believes they have done that.”

26 September 2002 – Personal communication

– *Ray Burick, MMA CAD Program Manager*

"The goal of the Lockheed Martin team is to offer a solution that reduces total ownership costs, increases availability and demonstrates our ability to provide a low-risk entry into SDD."

P-3 Fatigue life

Dec. '99 – Navy ponders options for P-3 replacement, by Sandra I. Erwin

– *Capt. C. A. Easterling, Program Manager Multi-mission Maritime Aircraft*

“Airplanes are reaching the end of their lives. If we don’t take any mitigating action, we will have 40 P-3Cs at 100 percent fatigue life expended by fiscal 2007.”

July '02 – The stresses and strains of spring cleaning, by Otto Kreisher

– *VADM Vern Clark, Chief of Naval Operations*

“Our current aviation force contains the oldest mix of ... aircraft in naval history.”

“Yet those aircraft are being tasked to unprecedented levels in the ongoing conflict.”

July '02 – The stresses and strains of spring cleaning, by Otto Kreisher

– *VADM Joseph Dyer, commander of the Naval Air Systems Command (NAVAIR)*

“We have to recapitalize if we are to have a strong, secure, and affordable future.”

International Cooperation

March 2001 – Japan, U.S. exploring joint P-3C successor, by Jason Sherman

– *a U.S. government official*

“Both sides currently have need for new aircraft; we currently operate the same one. It only makes sense that we cooperate on the next generation of this platform.”

“Both sides will want to move very rapidly, whatever extent this cooperation occurs.”

March 2001 – Japan, U.S. exploring joint P-3C successor, by Jason Sherman

-- Adm. Sumihiko Kawamura, retired Maritime Self Defense Force Rear

“The most sincere coordination [with the United States] should begin at the earliest opportunity.”

Technology

12 June 2000 – U.S. Navy embarks on P-3 replacement

-- Capt. C. A. Easterling, Program Manager Multi-mission Maritime Aircraft

“None of us are really excited about recycling 1960s and ‘70s vintage metal and design. We’d like to go with something that we can grow into the year 2040 – something with new metal.”

UAV (Global Hawk)

Dec. ’99 – Navy ponders options for P-3 replacement, by Sandra I. Erwin

-- Howie Frauenberger, manager of the broad area maritime surveillance program at Northrop Grumman Integrated Systems and Aerostructures Sector, in Bethpage, N.Y.

“What we are trying to prove is that the hybrid [manned-unmanned] concept is the right thing to do both from a performance and cost standpoint.”

“It’s a vehicle that has a certain amount of maturity.” – speaking about the Global Hawk

“We compared a mixed force of manned and unmanned platforms, versus 251 manned platforms. The potential savings of a mixed force could be \$2 billion, all depending on how many UAVs you use.”

12 June 2000 – U.S. Navy embarks on P-3 replacement

-- Ralph Crosby, corporate vice president and president of Northrop Grumman’s Integrated Systems and Aerostructures Sector, in Bethpage, N.Y.

“At a time you’re trying to save costs, and you want to focus your investment where it should be in terms of new platforms, the lower cost Global Hawk adjunct may offer an opportunity from a different approach.”

24 July 2000 – Second MMA study goes to Northrop Grumman, by Hunter Keeter
-- *Howard Frauenberger, manager of the broad area maritime surveillance program at Northrop Grumman Integrated Systems and Aerostructures Sector, in Bethpage, N.Y.*

“We approached the problem from a system of systems perspective. Our concept is a hybrid system using a UAV to augment the manned MMA system. We are using Global Hawk as a surrogate because we have a lot of expertise with it, but we are not presuming Global Hawk as the solution.”

24 July 2000 – Second MMA study goes to Northrop Grumman, by Hunter Keeter
-- *Capt. C. A. Easterling, Program Manager Multi-mission Maritime Aircraft*

“As we venture into the world of network centric warfare, that becomes a marvelous sensor extension for us.” – Speaking about a UAV adjunct

Sept. 2001 – Eyes over the water, by Glenn Goodman
-- *Capt. C. A. Easterling, Program Manager Multi-mission Maritime Aircraft*

“The UAV has the potential, in a synergistic relationship, to increase capability [beyond what we have today]. For example, the UAV could potentially be used as a communications relay or for target location or bi-static targeting [e.g., where a manned aircraft and a UAV would work cooperatively and both surveil the same target]. But it’s crucial to remember, as you begin to count how many [manned and unmanned aircraft] you will need, that when you employ a UAV, because of its inherent lack of flexibility, you are very sensitive to the mission mix of the day.”

Appendix A: Comprehensive Media Analysis

The following attached pages are a comprehensive media analysis continually updated by the PA working group.

The media analysis's table of contents is listed below:

- Sheet 1: *Published Articles*** – Three pages. This is an overall, up-to-date analysis of press coverage that MMA has received. It shows the approximate date of publication, name of publication, author, title of article, the spin the article presents, and the approximate number of sentences in which MMA was mentioned/written about.
- Sheet 2: *Sentences by quarters by years*** – One page. These charts graph the changes in number of articles and numbers of sentences written about MMA. It lists both parameters by fiscal year and further breaks them down into quarters.
- Sheet 3: *Publications to target*** – One page. These tables show the number of articles that have been written by selected publications.
- Sheet 4: *Quantitative Spin of Articles*** – One page. This table shows the total number of sentences written about MMA and breaks down the parameters into neutral, positive, and negative.
- Sheet 5: *Important Authors to Contact*** – One page. This table lists the names and contact information of those authors who have written more than one article about MMA and further shows how many sentences have been written and whether they were neutral, positive, or negative.